Business Plan

Claremont Improvement District Company NPC

[1 July 2020 - 30 June 2025]

FOR THE CONTINUATION AND ONGOING MANAGEMENT OF THE

CLAREMONT IMPROVEMENT DISTRICT COMPANY NPC (CIDC) and CLAREMONT ROAD BYPASS COMPANY

(Compiled In accordance with the City of Cape Town By-Law for Special Rating Areas,promulgated in the Provincial Gazette 7015/2012 as amended)

CIDC

Claremont Improvement District Company NPC

This business plan is available at _www.cidc.co.za

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Introduction

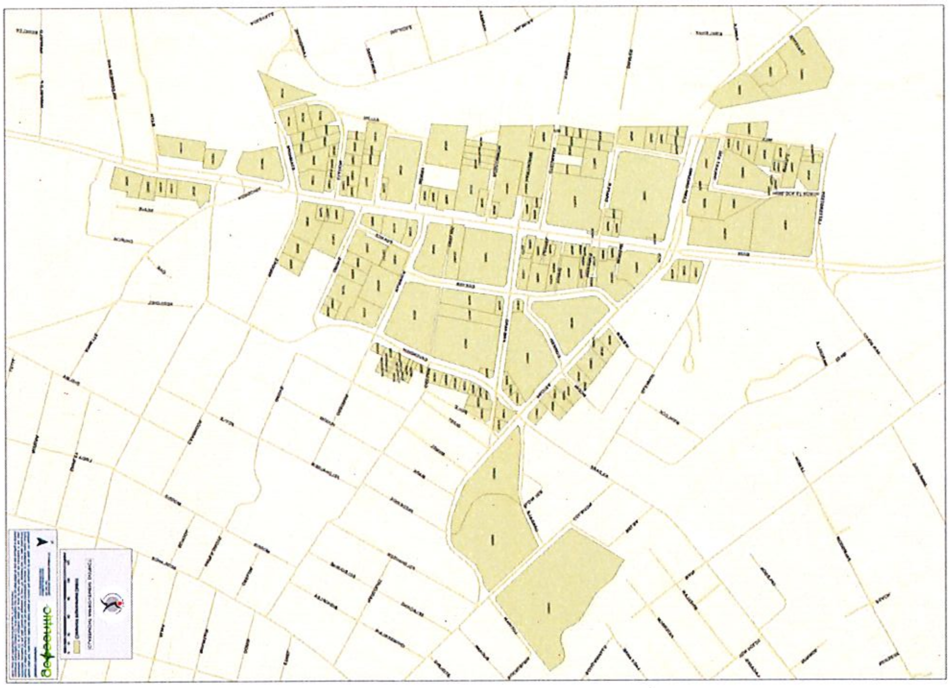
The Claremont Improvement District Company is an independent Non-Profit (NPC) Company governed by a Board of Directors, drawn from a range of partners and stakeholders. The CIDC is managed operationally by Abdul Kerbelker, the Executive Manager. The CIDC's offices are located 25 Stegman Road, Claremont. The CIDC has been operational since 1 December 2000 and we are applying for our third renewal of our business plan.

The CIDC wants to position Claremont as the top mixed-use centre in the metropolitan area by capitalizing upon, and enhancing, its compact, heterogeneous and permeable nature and its multi-modal accessibility, thereby ensuring the creation of a high-quality urban environment that is an attractive place to work, shop, play and live for all stakeholders.

The success of the Claremont area has made the task of delivering on our mandate of making Claremont a better place for all a greater challenge. Greater success, brings in greater numbers of people, with greater amounts of litter, opportunities for crime and greater social challenges. The CIDC believes in the efficacy of its delivery model and with its third renewal is repositioning itself to address the associated impact of the greater volume of challenges facing the Claremont CBD.

Claremont Improvement District Area

The Claremont Improvement District Area is depicted in the map below. The Claremont CIDC area is a compact mixed-use centre in the metropolitan area located south of Cape Town's CBD. It is bounded in the north by the industrial SAB property and its western border is adjacent to the leafy Newlands residential suburb. Its southern border is the historical Arderne Gardens and its vibrant Public Transport Interchange is on its eastern border. The Claremont Improvement District capitalizes on, and enhances, Claremont's, heterogeneous and permeable nature and its multi-modal accessibility, thereby ensuring the creation of a high-quality urban environment that is an attractive place to work, shop, play and live for all stakeholders.



Management Structure

The CIDC will be managed by a board of directors, elected by the members of the Claremont Improvement District Company NPC (CIDC). A Board of Directors consists of property owners within the CIDC and a political representative from the City of Cape Town attending Board Meetings as an observer. The Board manages a Non-Profit Company (NPC), which is responsible for the management of the CID, within the framework of the approved CIDC business plan and oversees the implementation thereof.

The Board currently comprises the following members:

NAME	REPRESENTING
David Stoll (Chairperson)	Growthpoint Properties
Greg Huntingford	Spire Properties
Faizah Behardien	Cavendish Square
Neil Gardner	Independent
Gavin Hiscock	Independent
Claire Vaskys	Draper Square Body Corporate
Mike Nixon	NPV
Councillor Ian Iversen (Observer)	Protea Sub- Council Chair

The main objects of the Company are to provide Community-Based Private Urban Management within the public areas of the CID by:

- enhancing and supplementing the municipal services provided by the City in the CIDC;
- facilitating investment in the CIDC;
- facilitating a co-operative approach between the City and the private sector in the provision of municipal services;
- halting the degeneration and facilitating the upliftment of distressed areas in the CIDC;
- promoting economic growth and sustainable development and in this way assisting the Council in the fulfillment of its objects and developmental duties as set out in its Integrated Development Plan contemplated in the Local Government: Municipal Systems Act 32 of 2000 and the Local Government: Municipal Finance Management Act 56 of 2003.

In order to give effect to these objects, the Company will be conducting one or more of the following activities in a non-profit manner and with an altruistic or philanthropic intent, where no such activities are intended to directly or indirectly promote the economic self-interest of any fiduciary or employee of the Company, otherwise than by way of reasonable remuneration payable to that fiduciary or employee, and which activities will be conducted for the benefit of, or be widely accessible to, the general public or a sector thereof:

- the protection of the safety of the general public; particularly those trading commercially or residing within, frequenting or passing through the CIDC;
- conducting and promoting clean-up or sustainable development projects in the CIDC. With regard to conducting and promoting clean-up projects in the CIDC, the Company will endeavour to, amongst other things, ensure that the CIDC is clean, tidy and well-maintained by conducting, or appointing contractors to conduct, supplementary cleaning and maintenance services in the CIDC; and/or
- facilitating community development in the CIDC for poor and needy persons (such as homeless persons living within the area of the CIDC) and anti-poverty initiatives; and/or
- other public benefit activities, including those listed in the Ninth Schedule to the Income Tax Act from time to time.

The Company will act as a management body in respect of the CIDC and be responsible for performing planning, contracting, financial control and administrative functions, including, amongst other things –

- determining the funding required each year for the purposes of the CIDC and making a recommendation to Council in this regard for consideration during its budgeting process;
- appointing contractors or staff to effect the required improvements, upgrades, maintenance and cleaning in the CIDC; and receiving the additional rate charged to registered owners of property situated in the CIDC for the benefit of the CIDC, as contemplated in sections 19(1)(d) and 22(1)(b) of the Property Rates Act.

MOTIVATION REPORT FOR THE CONTINUATION AND ONGOING MANAGEMENT OF THE CLAREMONT IMPROVEMENT DISTRICT AND CLAREMONT ROAD BYPASS COMPANY

Executive Summary

A CID is a community-driven venture, allowing the local community, property owners and local businesses to organise and fund improvements of specific areas within the City. Once established by the City, a non-profit company (the "CID Company"), carries out the improvements and upgrades proposed in its business plan, funded by an additional rate levied on rateable property located within the CID. In the case of the Claremont Improvement District, it is envisaged that both non-residential and residential property owners will contribute to the improvements and upgrades.

Mission

It is the mission of the CIDC to continue with its successful operational strategy to enhance the built environment of Claremont, in making Claremont a better place for all.

Vision

The CIDC's Vision seeks to make Claremont CBD the top mixed-use centre in the metropolitan area for all stakeholders i.e. making Claremont a better place for all. This is profound as it gives the CIDC an ethical base from which to operate. It requires the alignment of property owners' economically-driven needs with broader social and environmental needs. The CIDC has had two main emphases since 2000. Improving the management of the CBD by focusing on public safety, grime and social issues, and upgrading the physical environment, by improving accessibility to the area and mobility within it (the Taxi and Bus Interchanges and the Claremont Road Bypass), and the physical appearance and amenity of the area; i.e. making it a place (the place!) to go to".

Goals

- **Public Safety** - Through whole community policing the CIDC security in partnership with the South African Police Services, Law Enforcement, Securitas, its dedicated service provider, as well as other security organisations and CIDC stakeholders and users, form a tight security net around the CIDC area.

- **Clean Urban Environment** – Through a meticulous implementation of the "broken window policy "to create a pristine public space environment in partnership with the CCT and CIDC stakeholders and users.
- **A Caring CIDC –** In partnership with all three tiers of government, NGO's and CIDC stakeholders the CIDC focusses on assisting homeless people in the Claremont CID area, as well as poverty alleviation by supporting skills training and job creation projects
- **Managed Built Environment** – The CIDC in general supports the maintenance and management of all infrastructure, with particular emphasis on roads infrastructure and the public transport interchange
- **Energized and Growing Claremont** – The CIDC supports new development and enhances existing development, by enhancing and protecting property values through the programmes of the CIDC.
- **Economic Sustainability** – The CIDC has a prudent financial model that incrementally enhances services in consultation with its stakeholders.
- **Environmental Sustainability** – The CIDC implements all its public safety and particularly its urban management programmes with an eye on improving the sustainability of our natural environment.

CIDC Implementation of Goals

To achieve the goals of the CIDC its model has always had the four pillared implementation plan focussing on:

- The posting of Public Safety, and implementation of Public Safety systems in the public space;
- The creation of a clean and green public space for the Claremont users through a sustainable practise of urban management;
- Implementation of a socially responsible programme to deal with citizens and the homeless operating on the margins and fringes of our society;
- To market and promote through media and the use of the public space, the desirability of Claremont as a space to go to.

The implementation plan is underpinned by a four-tier structure

- Operations are possible through an integrated partnership with all three tiers of government
- The oversight of a membership driven voluntary board

- A transparent management and implementation plan
- A statutory process overseen by the CID Department at the CCT.

Alignment with CCT Integrated Development Plan (IDP)

The Budget mirrors the four strategic objectives of the CIDC (Public Safety, Cleaning and Urban Maintenance, Social Development and Marketing) and also reflects the costs of implementing these four strategic objectives (see explanation in financial impact of CIDC on property owners for more detailed explanation). The four strategic objectives directly support and mirror the CCT Integrated Development Plan.

Claremont Improvement District Co.	Claremont Improven		Claremont Improvei		Claremont Improvei		Claremont Improvei			
Business Plan										
5 Year Budget Summary										
	2021	%	2022	%	2023	%	2024	%	2025	%
	R		R		R		R		R	
Public Safety	5 323 397	50%	5 722 652	50%	6 151 852	50%	6 613 240	50%	7 109 232	50%
Cleansing and Urban Maintenance	2 139 073	20%	2 299 503	20%	2 471 966	20%	2 657 364	20%	2 856 666	20%
Social Development	234 600	2%	252 195	2%	271 110	2%	291 443	2%	313 301	2%
Employment	1 734 321	16%	1 864 395	16%	2 004 225	16%	2 154 542	16%	2 316 132	16%
Marketing	168 490	2%	181 127	2%	194 711	2%	209 315	2%	225 013	2%
Audit & Accounting	157 900	1%	169 743	1%	182 473	1%	196 159	1%	210 871	1%
General	592 301	6%	636 724	6%	684 478	6%	735 814	6%	791 000	6%
Bad debt provision	320 106	3%	344 114	3%	369 922	3%	397 667	3%	427 492	3%
Total	**10 670 188**	**100%**	**11 470 452**	**100%**	**12 330 737**	**100%**	**13 255 541**	**100%**	**14 249 707**	**100%**

The CoCT Integrated Development Plan rests on the five pillars of:

OPPORTUNITY CITY SAFE CITY CARING CITY INCLUSIVE CITY WELL-RUN CITY

The CIDC supports the IDP **Opportunity City** through an integrated approach to produce a virtuous circle, where through its four programmes (Public Safety, Cleansing and Urban Maintenance, Social Development and Marketing) all aim at creating the environment for business to flourish. The virtuous circle allows for the CIDC to directly and indirectly support economic for all the users (including the homeless) of Claremont.

The CIDC supports the **Safe City** through allocating 70% of its budget to improve public safety in public life and space within the CIDC area.

The CIDC supports the **Caring City** by building a relationship with homeless and people living rough on the margins of Claremont society by actively pursuing shelter accommodation, family re-unification, job creation and channelling of donations to our social partners in the social development environment.

The CIDC supports the **Efficient City** actively supporting all CCT service delivery mechanisms, including running a fully functional improvement district with user driven service delivery top-up services.

The CIDC supports the **Well Run City** by running a transparent business using public money to run the CIDC to the benefit of the Claremont community and to ensure that Claremont is a better place for all.

Public Safety;

Budget provision: R5,323,397 or 50% of total (year 1 of 5-year business plan).

The CIDC has as its objective to create an urban public space environment where all users should 'feel safe "and be able to move in and out of the Claremont public space without the fear of crime .The CIDC will implement its integrated Safety Plan which was developed from:

- Actual experience on the ground during the past nineteen years.
- Communications with SAPS, Law Enforcement, Metro Police, Traffic, Security Service Providers and Claremont Stakeholders.
- Feedback, incident reports and complaints register from ratepayers, visitors and office workers.
- Local and International case studies.

In respect of all these issues, a number of Critical Success Factors have been identified, which are drawn from local, national and international experience and research. These include:

- Serious street crime flourished in areas in which disorderly behaviour goes unchecked. Therefore, illegal refuse dumping, illegal informal trading, urinating and defecating on the street, informal parking attendants and harassment of the public are classified as the first problem to be addressed in creating a safe and secure environment.
- Public fear stems from disorder and therefore social disorder cannot be separated from crime.
- The SAPS are the key to maintaining orderliness as they have an aura of authority and a sense of duty. However, police need assistance in the management of urban space and not only in crime prevention and apprehension.
- Existing or new bylaws need to be rigorously enforced to prevent an environment from becoming seemingly uncontrolled. Apprehension and/or prosecution for bylaw infringements are the first step in crime prevention. While these may seem to be minor charges, they do frequently lead to more serious crime.
- In order for crime prevention to work properly, there needs to be an intelligent tactical deployment of manpower on the streets.
- Visibility and visible patrols assist in keeping an area safe

Primary Causes of Concern within the CIDC

Taking the above into consideration and after discussions with SAPS Claremont and business owners in the CIDC and according to the complaints register at the CIDC offices, the primary causes of concern within the CIDC are identified as drug dealing, aggressive harassment and begging, informal parking attendants, muggings and fighting in public. The status of Claremont as a property crime station is also being eroded by the increase in crime against the person and an increase in the brazen nature of criminality. The CIDC along with taking note of the increasing development inside the business district have, seeked to bolster its public safety component to anticipate and ultimately manage the new person driven crime in the area.

The 2018 State of Claremont Report shows the desirability of Claremont as both a commercial and residential node and the Claremont Improvement District is keen to plan for this with the increasing number of people on the streets and its attendant security risk, with a beefed-up Public Safety Plan.
The Report gives a snapshot of the desirability of Claremont and is reflected in the low vacancies and high rentals that is found in Claremont. Please view this report on www.cidc.co.za

Objective of the Public Safety Plan

Short term. To create the necessary environment and platform which facilitates good communication, cooperation and forward planning amongst all operational role-players within the CIDC.

Medium term. To carry out the necessary planning, preparation and coordination to ensure that the CIDC is able to sustain its crime prevention role in the face of a growing CBD, high tourism growth and the increase in the number of homeless people on the streets, committing social crime.

Strategic and Operational Role Players

The following role-players are directly involved with the security processes within the CIDC:

- Traffic Services

- Metro Police
- South African Police Service
- Community Policing Forum
- Law Enforcement
- CIDC contracted security service provider
- Other security providers operating within the Claremont CBD

There are also a number of role-players who are indirectly involved in the security process. These individuals play a very important role, as they are the people who work on the streets of the CIDC and act as a supplementary security service. They include:

- Business owners within the CIDC
- Partnership-managed Parking Marshals
- City cleansing staff
- CIDC cleansing staff
- All non-CIDC public safety officers operating within the CIDC
- Neighbourhood Watches and Resident Associations
- Correctional Service
- Public Prosecutor
- Chrysalis Academy

Tactical Deployment of Manpower

The tactical deployment of manpower and the success thereof relies on the following:

- Centralised Command and Control. This allows for one person to actively manage deployment. In the case of Claremont and all public spaces, this is the responsibility of the SAPS.
- Visibility through foot patrols – the public will more easily approach police or public safety officers who are on foot than in a vehicle.
- Mobility through sponsored patrol vehicles.

- Effective and Rapid response through, good radio communications and mobility of officers.
- Proactive deployment by means of good real-time information, analysis and advanced planning.
- A long-term strategy that combines policing and law enforcement to stabilize safety and longer-term social measures to improve the environment.
- The strategic use of CCTV/LPR/cameras and technology as a further layer in the Public Safety strategy. The CIDC was one of the first improvement districts to implement and run a licence plate recognition camera system within the CID.

CIDC PUBLIC SAFETY OFFICERS

Two patrol vehicles, two bicycles, two Segway scooters and a motorbike servicing the Claremont area, to cut down on our reaction time, to reported incidents. The CIDC also provides 2 dedicated Security Managers on a daily basis; as well as a total of 7 officers during the day and 11 officers at night to secure the CIDC. We also have 3 caravan points in the CIDC. We have a dedicated Law Enforcement Officer during the day.

Cleansing and Urban Maintenance

(Budget provision: R2, 139,073 or 20 % of total (year 1 of 5 year business plan)

The CIDC monitors the streets and public spaces in Claremont on a daily basis. Defects are reported and regular follow up meetings with the local authorities take place to develop urban management solutions.

The CIDC provides dedicated top-up cleansing services in the CIDC. Streets and public spaces are kept clean and graffiti free by 17 dedicated cleaners 24 hours a day, 7 days a week.

The CIDC works together with various NGO's such as the organization Straatwerk, on both Urban Management and Social Development project

- Supplemental cleaning including bin clearances, sweeping and collection of illegal dumping.
- Improved general maintenance of lights, poles, trees, benches, litter bins, etc.
- Graffiti and illegal poster removal.
- Tree well maintenance.
- Chemical cleaning.
- Post events cleaning
- Seasonal Cleaning Programmes

Recommendations

- General litter collection in public areas.
- Maintenance programme in public space.
- Additional cleansing services during peak periods for public space.

Services to be provided

- Litter collection on a daily basis, including weekends.
- Disinfecting of areas as necessary.
- Removal of illegal posters.
- Removal of graffiti.
- Additional cleansing during the festive season, i.e. November to February each year.
- Clearing of storm-water drains on a monthly basis.
- Removal of cable-ties and other strings etc from lamp poles.
- Weeding and general garden maintenance

Social Development

(Budget provision: R234 600 or 2 % of total (year 1 of 5-year business plan)

The CIDC's Social Development department focuses on assisting homeless people in the CIDC, as well as alleviating poverty by supporting skills training and job creation projects. It works in partnership with NGOs and other stakeholders. The CIDC employs two fieldworkers to achieve its social development objectives.

The CIDC has formed partnerships with the following organizations to assist them in the CIDC:

- Straatwerk – an NGO that employs previously homeless people and assists them in rebuilding their lives, on a daily basis. They are used for special projects such as graffiti removal, removal of posters, drain cleaning and any other cleaning projects.

- The Haven which runs a shelter for homeless people in the Claremont area, as well as providing a soup kitchen.

- U turn who in addition to running interventions like second hand clothing for the homeless, have a successful voucher programme. This enables members of the public to give responsibly, by purchasing a voucher from any number of outlets in the Claremont area and giving it to the homeless. The voucher enables the homeless to redeem any number of services from U-turn including food and clothing.

This Programme includes:

- Providing support for the CCT's campaign and the Department of Social Development to get homeless children and youth off the streets and into places of care and support programmes and places of care, as well as community-based prevention programmes.
- Providing support for NGOs such as U- turn, Straatwerk, and the Haven Night-shelters, in their work with homeless and unemployed adults
- Promotion of employment and small business opportunities in kerbside parking, recycling and cleansing services
- Changing public perceptions to support organisations providing shelter, care and education

Projects

- Provision of ID's campaign for homeless adults
- Annual events to promote social development initiatives: Claremont Chess, Old Age tea, Arbour Day and Madiba Day et al
- Establishment and support of forums dealing with the homeless and marginalized

Needs

- A sustainable budget to implement successful planning, marketing and execution of the Social needs of people living on the streets of the CIDC
- An outsourcing system which considers abilities and deliverables as key criteria.
- A cohesive effort which is complementary to other efforts and avoids duplication.

Marketing

Budget Provision: R168490 or 2% of total (year 1 of 5 year business plan)

The CIDC marketing focuses on spreading the positive message about the CIDC and the desirability of the Claremont space to live, shop and work. This feeds into the virtuous circle of creating economic opportunities for all who use the Claremont space.

Our marketing is focused through:

- Our social media platforms
- Branding of our resources that reflects the visibility of our safe, clean and caring initiatives
- Creating public life in public space through our various public space activation initiatives like our annual Grandparents Tea.
- The CIDC uses its role as facilitator to link sponsors looking for a worthy cause, with the right beneficiaries. As a result of its many partnerships, many businesses send clothing and food supplies to the CIDC, which then channels these donations to NGOs in the area and directly to people in need.
  The CIDC has shown that by working with social partners, much can be achieved with limited resources. The CIDC has demonstrated that business can and should be involved in meeting the needs of poor and homeless people living on the streets of the CIDC.

Infrastructure Upgrade

Budget provision: R2.500 000

A provision of R2.500 000 has been provided for to upgrade Main Road in partnership with the CCT. There is a need for traffic calming measures, pedestrian prioritisation, universal access and landscape investment that promotes the objectives of social cohesion, economic growth and placemaking.

Financial Impact of the CIDC

The 5-year budget for the implementation and operations of the CIDC is set out in Annexure A (Term Budget)

It reflects the identified needs of the CIDC operations in as cost effective a manner as possible. Income in the form of additional rates will be derived from all properties in the area and this attracts VAT. Should property owners receive partial or full relief in respect of rates they would enjoy full exemption from payment of any CIDC additional property rates. It is however incumbent on the property owner to seek such relief from the City under the City's Rates Policy.

In line with the City`s Special Rating Areas Policy (SRA Policy), the CIDC management annually prepares an overall budget for the year based on the specific needs of the area as set out in the Business Plan. The budget is funded by the property owners through an additional property rate levied on the municipal valuation of all properties within the CIDC boundary. Additional property rates attract VAT @ 15%.

The additional property rate is calculated by the City annually during the City`s budget process. The additional rate is expressed as a Rand-in-the-rand and is calculated by dividing the CIDC budget total with the total municipal valuation of properties in the CIDC. The SRA Policy allows for a differentiation in tariffs for the different types of properties and as such a residential and non-residential additional property rate is applicable in the CIDC.
The CIDC budget and additional property rates` are approved by Council with the City`s budget and is applicable over a financial year, which starts on 1 July.
Individual contributions for residential and non-residential properties can be calculated as follows:
1. Municipal valuation x R 0.XXXXXX = Annual contribution (VAT excl.) – Note: R 0.XXXXXX represents the nett approved additional rate.

Claremont Road Bypass Company NPC (CRBC)

The proposed budget for the Claremont Road Bypass Company NPC ceases at the end of 2019/2020 financial year and only continues as a payment mechanism from Reserves to the DBSA (financier) to March 2023. The CCT collects additional rates from non-residential properties within the CIDC area and pays over1/12th of budget to service the loan.

In line with the CIDC mandate to upgrade public space for all stakeholders, a road bypass company was established to build the Claremont Boulevard in partnership with non -residential ratepayers in the CIDC area to:

- Relieve traffic congestion on Main Road
- Improve access to Claremont with public transport infrastructure
- Improve public transport facilities
- Address parking management
- Improve inconvenient, unsafe and unattractive environment

The CRBC raised the finance from the Development bank of South Africa (DBSA) to construct the Claremont Boulevard. The board of the CRBC currently comprises the following members:

NAME	REPRESENTING
David Stoll (Chairperson)	Growthpoint Properties
Abdul Kerbelker	CIDC

Claire Vaskys	Draper Square Body Corporate

Advantages of the City Improvement District

Apart from the services that are provided by the CID, the *advantages* of the Claremont Improvement District in the Claremont Business District are:

1. The cost of providing supplementary services is borne by all property owners in the area.
2. Costs are borne in proportion to the value of the property.
3. The Improvement District approach is holistic.
4. The CIDC has helped to enhance the environment and strengthen investor confidence.
5. The Improvement District supports business investment.
6. The Improvement District has helped create a positive identity for the area.
7. The Improvement District provides private sector management of top up services.
8. The CID is a Non-Profit company which is controlled by a Board of Directors made up of property owners in the CIDC itself.
9. With its "Safe, Clean and Caring" approach, businesses and residents are moving back into the CIDC.
10. The City benefits from property and buildings being highly valued; this leads to an increase in property rates and taxes for the City which can be used in poorer areas.

Part B

MANAGEMENT & OPERATIONS									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Appointment of staff	Appointment of staff via competitive process	Ongoing	→	→	→	→	→	CIDC Manager / CIDC Board	Staff appointment as requested
2. Continued operation of the CIDC Management Office	Operational CIDC Office open to the public and members of the CIDC	Ongoing	→	→	→	→	→	CIDC Manager / CIDC Board	
3. Board Meetings	Board members to be notified of Board meetings. Minutes to be kept. Report back per Portfolio.	4	4	4	4	4	4	CIDC Manager / CIDC Board	
3.1 Quarterly reports to the CID Directors	Report back on all CIDC related business to be measured and signed off	4	4	4	4	4	4	CIDC Manager	Provide quarterly reports to the CID Directors
4. Monthly Progressive Income and Expenditure Report to CoCT	Submit reports to CID Department timeously	12	12	12	12	12	12	CIDC Manager / Finance Portfolio	Refer to Finance Agreement. Submit report to CID Department by the 15th of the following month
5. Audited Annual Financial Statements	Annual Financial Statement with an unqualified finding	1	1	1	1	1	1	CIDC Manager / Finance Portfolio	Submitted to the City by 31 August of each year

MANAGEMENT & OPERATIONS									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
6. Communicate CIDC Arrears List	Board Members in arrears cannot participate in meeting	12	12	12	12	12	12	CIDC Manager / Chair	Observe and report concern over outstanding amounts to Board
7. Annual General Meeting	Annual feedback to members at AGM and comply with legal requirements.	1	1	1	1	1	1	CIDC Manager / CIDC Board	Host successful AGM before 31 December
8. Submit Annual Report and Annual Audited Financial Statements to Subcouncil(s)	Annual reports and AFS to Subcouncil within three months of AGM	1	1	1	1	1	1	CIDC Manager	Submit proof of submission to CID Department
9. Successful day-to-day management and operations of the CIDC	Feedback to CIDC Chair and report to CIDC Board	Ongoing	→	→	→	→	→	CIDC Manager	
10. Manage and monitor the C3 notification process	Internal Incident Desk monitoring and report stats to Directors meeting	12	12	12	12	12	12	CIDC Manager	
11. Input to the Integrated Development Plan	Annual submissions to Sub-Council per CCT budget public participation process	1	1	1	1	1	1	CIDC Manager	Informally via Sub-Council Oct to Feb annually
12. Input to the Capital and Operational Budget	Annual submissions to Sub-Council Manager	1	1	1	1	1	1	CIDC Manager	Informally Oct to Feb annually

MANAGEMENT & OPERATIONS

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
13. Communicate with property owners	Website, social media and quarterly newsletter	Ongoing	→	→	→	→	→	CIDC Manager	Keep property owners informed
14. Mediate issues with or between property owners	Provide an informed opinion on unresolved issues and assist where possible	Ongoing	→	→	→	→	→	CIDC Manager	
15. Visit CIDC stakeholders (members & retailers)	Communicate and visit CIDC members	Ongoing	→	→	→	→	→	CIDC Manager	
16. Promote and develop CIDC NPC membership	Have a NPC membership on the website that represents the CIDC community. Prominent notice on Website	Ongoing	→	→	→	→	→	CIDC Manager / CIDC Board	
17. Build working relationships with Subcouncil Management and relevant CoCT officials and departments that deliver services in the CIDC	Successful and professional relationships with Subcouncil and Area base management(s) and officials resulting in enhanced communication cooperation and service delivery	Ongoing	→	→	→	→	→	CIDC Manager	
18. Compile the SRA renewal Application	Submit a comprehensive renewal application for approval by the members and the CCT	In year 5	0	0	0	0	1	CIDC Manager	
19. Maintain website	Ensure that monthly website content is updated Newsletters / News flashes / Legal requirements / Notifications	12	12	12	12	12	12	CIDC Manager	

MANAGEMENT & OPERATIONS

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
20. Mid-year review		1	1	1	1	1	1	CIDC Manager	Submit to CID unit by end Feb. Ensure under/non performance areas are addressed by end of financial year
21. Appointment of service providers	Appoint Service Providers via a competitive process - Auditors - Bookkeeper	Ongoing						CIDC Manager	Refer to program 2.2 Refer to program 3.2 Refer to program 4.2
22. CIPC Compliance - Directors change - Annual Returns - Auditors change	CIPC notification of change	1	1	1	1	1	1	CIDC Manager	- Directors (within 10 business days of change), - Auditors (within 10 business days of change), - Annual returns (within 30 business days after the anniversary date)

MANAGEMENT & OPERATIONS									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
23. Tax Compliance Status	Within one month after expiry date	1	1	1	1	1	1	CIDC Manager	Submit PIN to CCT Supply Chain Management Department
24. VAT reconciliation / tax return	Bi-monthly VAT returns and annual tax returns	1	1	1	1	1	1	CIDC Manager	
25. Annual approval of Implementation Plan and Budget	Obtain approval from members at AGM for IP & Budget	1	1	1	1	1	1	CIDC Manager	
26. Budget Review	Board approved budget review to the CCT by end of Feb	1	1	1	1	1	1	CIDC Manager	Submit to CID unit by end Feb
27. Allocation of portfolios	At first Board meeting after AGM assign portfolios to Directors							CIDC Board	
28. Declaration of Interest	Ensure all Directors and Manager sign DOI at every Board meeting							CIDC Manager	

PUBLIC SAFETY									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify the root causes of Public Safety in conjunction with the SAPS, Local Authority and existing security service using their experience as well as available crime statistics	Incorporate in Public Safety Plan	Ongoing	→	→	→	→	→	CIDC Manager / Security Service Provider	Safety Plan done in conjunction with CPF on an annual basis
2. Appointment of relevant Service Providers	Appointment of appropriately qualified service providers Competitive Process	1	1					CIDC Manager / CIDC Board	Service provider appointed after due diligence on a 3 year contract
3. Determine the Public Safety Threat Analysis of the CIDC area in conjunction with the SAPS	Incorporate in Public Safety Plan	Ongoing	→	→	→	→	→	CIDC Manager / Security Service Provider	
4. Determine strategies by means of an integrate approach to address / improve Public Safety	Incorporate in Public Safety Plan	Ongoing	→	→	→	→	→	CIDC Manager / Security Service Provider / Law Enforcement / SAPS	
5. In liaison with other security role players and the SA Police Service, identify current Public Safety shortcomings & develop & implement a prevention strategy	Incorporate in Public Safety Plan	Ongoing	→	→	→	→	→	CIDC Manager	

PUBLIC SAFETY									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
6. Develop a Security Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided	Documented Security Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided	Revise as often as required but at least annually						CIDC Manager / Security Service Provider	This is done comprehen-sively at the implementation of the CID and then modified continuously
7. Maintain a manned centrally located office(s) open to the members and residents of the CID to request security assistance or report information	Appropriately manned and equipped control room with skilled staff	Ongoing						CIDC Manager / Security Service Provider	
8. Deploy security resources accordingly and effectively on visible patrols. Security personnel and patrol vehicles to be easily identifiable	Effective safety and security patrols in the CIDC	Ongoing						CIDC Manager / Security Service Provider	
9. Utilise the ëyes and ears"of all security and gardening / street cleaning staff, as well as own staff to identify any breaches	Incorporate feedback and information in security and safety initiative of the CIDC	Ongoing						CIDC Manager / Security Service Provider	

PUBLIC SAFETY									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
10. Assist the police through participation by CIDC in the local Police sector crime forum	Incorporate feedback and information in security and safety initiatives of the CIDC. Report on any security information of the CIDC to the CPF	Monthly						CIDC Manager / Security Service Provider	
11. Monitor and evaluate the security strategy and performance of all service delivery providers on a quarterly basis	Report findings to the CIDC Board as well as the SAPS with recommendations where applicable	Quarterly						CID Manager / Security Service Provider	
12. On-site inspection of Security Patrol officers	Report findings to the CIDC Board with recommendations where applicable	Daily						CIDC Manager / Security Service Provider	
13. Daily/Weekly/Monthly Security Reports from Contract Security Company	Report findings to the CIDC Board with recommendations where applicable Provide feedback to forum meeting	Daily/Weekly/ Monthly						Security Service Provider	Incorporate into quarterly CIDC management report
14. Monitor the objectives of the CIDC employed Law Enforcement	Provide effective Law Enforcement in the CIDC and adjust where applicable in consultation with the CCT.	Fortnightly						CIDC Manager / CCT Safety & Security Directorate	
15. CCTV Monitoring Control Room									
16. CCTV Monitoring Service Provider									
17. Register CCTV cameras with CCT									

MAINTENANCE AND CLEANSING

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Develop a cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery from the appointed service provider	Cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery. Revise as often as required but at least annually	Annually						CIDC Manager / Cleansing Service Provider	This is done comprehen-sively at the term renewal and then modified continuously
2. Appointment of Service Provider	Appointment of appropriately qualified service providers. Competitive process	1						CIDC Manager / CIDC Board	
3. Monitor and evaluate the cleansing strategy and performance of all service delivery on a monthly basis	Modify Cleansing Strategy to guide cleansing and delivery	Monthly						CIDC Manager / Cleansing Service Provider	
4. Co-ordinate the provision of additional litter bins and emptying of litter bins service providers and the relevant City of Cape Town departments	Status reports to Local Authority regarding process of identified shortcomings	Quarterly						CIDC Manager / Solid Waste Department	The aim is to meet quarterly with Regional Manager. Often only able to meet at their availability and on a monthly basis with local area management
5. Cleaning each of the streets	Provide clean streets and sidewalks in the CIDC Boundary	Daily						CIDC Manager / Cleansing Service Provider	

MAINTENANCE AND CLEANSING

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
6. Identifying Health and Safety issue within the area and reporting to CCT	Monthly evaluations and inspections Provide and improved healthy urban environment in the CIDC Report findings to CIDC Board	Ongoing						CIDC Manager	
7. Monitor and combat illegal dumping	Removal of illegal dumping as required and applying applicable penalties through Law Enforcement against transgressors	Ongoing						CIDC Manager / Cleansing Service Provider / Law Enforcement Officers	
8. Promoting waste minimization through education and awareness on waste and water pollution	Report findings to CIDC Board Publicize on Website	Ongoing						CIDC Manager / Cleansing Service Provider	
9. Encourage property owners to act responsibly in terms of waste management and encourage recycling initiatives	Support owner driven responsible waste management initiatives	Ongoing						CIDC Manager	
10. Co-ordinate with local NGO's to assist in cleaning programs where applicable	As required co-ordinate cleaning programs and report to Board							CIDC Manager	Refer to program 5

ENVIRONMENT DEVELOPMENT

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Appointment of Service Provider	Appointment of appropriately qualified service providers Competitive Process	1						CIDC Manager / CIDC Board	Service provider appointed after due diligence
2. Identify problem areas with respect to: a) Street lighting; b) Missing drain covers / cleaning of drains c) Maintenance of road surfaces; sidewalks d) Cutting of grass / removal of weeds e) Road markings / traffic signs	Urban management plan with clear deliverables and defined performance indicators to guide delivery	Ongoing						CIDC Manager	This is done comprehen-sively at the implementation of the CIDC and then modified continuously
3. Identify and report infrastructure supplementing existing Council services: a) Street lighting b) Dumping c) Refuse Removal d) Waterworks e) Sewerage f) Roads and Storm water g) Traffic signals and line painting h) Pedestrian safety i) Road repairs	Monitor and evaluate. Report findings to the CIDC Board with recommendations where applicable	Daily / weekly and monthly reports to the relevant City of Cape Town departments						CIDC Manager	

ENVIRONMENT DEVELOPMENT									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
4. Compile a list of prioritized needs to enhance the objectives of the CIDC and liaise with the relevant departments to correct	Monitor and evaluate the plan and performance of all service delivery on a quarterly basis. Report findings to the CIDC Board with recommendations where applicable	4						CIDC Manager / Ward Councillor	
5. Illegal Posters and Graffiti Notify and monitor the removal of illegal posters by the City of Cape Town	City of Cape Town infrastructure free from illegal posters	Ongoing						CIDC Manager	
6. Work in conjunction with local Social Welfare and job creation organisations and develop the delivery of the supplementary services to improve the urban environment	As required co-ordinate with Social Welfare programs and report to Board							Refer to program 5	

SOCIAL AND ECONOMIC DEVELOPMENT									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Greening campaigns – Arbor Day	Report to the CIDC Board with recommendations where applicable	1						CIDC Manager	Focused on maintenance of horticultural infrastructure in Claremont
2. Work in conjunction with local social welfare and job creation of organisations and develop the delivery of the supplementary services to improve the urban environment	Development of a long term sustainable work program with NGO's to provide labour where possible	Ongoing						CIDC Manager	
3. Establish a committee of care, which manages Social interventions within the Claremont CIDC area and slightly beyond our boundary	Development of a comprehensive social program. Report to CIDC Board	Monthly						CIDC Manager	

MARKETING

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Public Space for Public Life enhanced by Marketing and Events Strategy	5 Annual events hosted by the CIDC and partnership events to promote objective of public life in public space. Report to Board • CIDC AGM • Grandparents Tea • Staff & Partners Appreciation Breakfast • Carols by Candlelight • Chess event	Ongoing						CIDC Manager	
2. Newsletters	Quarterly newsletters sent to all property / stakeholders and loaded on web page	Quarterly						CIDC Manager	
3. Web Page	Up to date webpage in terms of newsletter and legal requirements	Regularly updated						CIDC Manager	
4. CIDC signage / branding	CIDC office, Patrol Officer and Patrol Vehicles branded with sufficient signage	N/A						CIDC Manager	

CLAREMONT IMPROVEMENT DISTRICT COMPANY

5 YEAR BUDGET AS PER BUSINESS PLAN

	2020/21		2021/22		2022/23		2023/24		2024/25	
INCOME	R		R		R		R		R	
Income from add. Rates (less 3%)	-10 670 188	81,0%	-11 493 085	100,0%	-12 346 740	100,0%	-13 268 829	100,0%	-14 263 662	100,0%
Other: Specify	-2 500 000	19,0%		0,0%		0,0%		0,0%	-	0,0%
TOTAL INCOME	-13 170 188	100,0%	-11 493 085	100,0%	-12 346 740	100,0%	-13 268 829	100,0%	-14 263 662	100,0%
EXPENDITURE	R		R		R		R		R	
Employee Related	1 734 321	13,2%	1 907 126	16,6%	2 049 813	16,6%	2 203 208	16,6%	2 368 128	16,6%
Salaries and Wages	1 048 811		1 170 472		1 257 957		1 353 929		1 455 099	
PAYE, UIF & SDL	484 510		520 582		559 582		599 582		644 606	
Allowances: Locomotion	-		-		-		-		-	
COIDA	3 500		3 762		4 044		4 347		4 673	
Bonus provision	197 500		212 310		228 230		245 350		263 750	
Core Business	7 577 070	57,5%	8 145 350	70,9%	8 756 252	70,9%	9 412 971	70,9%	10 118 944	70,9%
Cleansing services	2 075 473		2 231 133		2 398 468		2 578 354		2 771 730	
Environmental upgrading	-		-		-		-		-	
Law Enforcement Officers / Traffic Wardens	206 344		221 820		238 456		256 341		275 566	
Public Safety	5 105 053		5 487 932		5 899 527		6 341 991		6 817 641	
Public Safety - CCTV monitoring	12 000		12 900		13 868		14 908		16 026	
Public Safety - CCTV - Leasing of cameras	-		-		-		-		-	
Social upliftment	114 600		123 195		132 435		142 367		153 045	
Urban Maintenance	63 600		68 370		73 498		79 010		84 936	
Depreciation	28 798	0,2%	10 182	0,1%	3 216	0,0%	-	0,0%	-	0,0%
Repairs & Maintenance	65 000	0,5%	69 875	0,6%	75 116	0,6%	80 749	0,6%	86 805	0,6%
Interest & Redemption	-	0,0%	-	0,0%	-	0,0%	-	0,0%	-	0,0%
General Expenditure	944 893	7,2%	1 015 759	8,8%	1 091 941	8,8%	1 173 836	8,8%	1 261 875	8,8%
Accounting fees	90 000		96 750		104 006		111 807		120 192	
Advertising costs	5 620		6 042		6 495		6 982		7 505	
Auditor's remuneration	46 400		49 880		53 621		57 643		61 966	
Bank charges	5 400		5 805		6 240		6 708		7 212	
Books, periodicals & subscriptions	2 040		2 193		2 357		2 534		2 724	
Catering & Food	23 800		25 585		27 504		29 567		31 784	
Computer expenses	24 000		25 800		27 735		29 815		32 051	
Conferences & seminars - National	20 000		21 500		23 113		24 846		26 709	
Contingency / Sundry	3 600		3 870		4 160		4 472		4 808	
Donations	120 000		129 000		138 675		149 076		160 256	
Insurance	21 384		22 988		24 712		26 565		28 558	
Marketing and promotions	168 490		181 127		194 711		209 315		225 013	
Motor vehicle expenses	138 000		148 350		159 476		171 437		184 295	
Office rental	22 699		24 401		26 232		28 199		30 314	
Printing / stationery / photographic	15 960		17 157		18 444		19 827		21 314	
Rates and Service Accounts ex CCT	114 000		122 550		131 741		141 622		152 243	
Refreshments & Teas	36 000		38 700		41 603		44 720		48 077	
Secretarial duties	21 500		23 111		24 846		26 709		28 713	
Telecommunication	66 000		70 950		76 270		81 992		88 141	
Projects	2 500 000	19,0%	-	0,0%	-	0,0%	-	0,0%	-	0,0%
Main Road Calming - to be used from surplus	2 500 000									
Bad Debt Provision 3%	320 106	2,4%	344 793	3,0%	370 402	3,0%	398 065	3,0%	427 910	3,0%
TOTAL EXPENDITURE	13 170 188	100,0%	11 493 085	100,0%	12 346 740	100,0%	13 268 829	100,0%	14 263 662	100,0%
(SURPLUS) / SHORTFALL	-		-		-		-		-	
GROWTH: EXPENDITURE	24,1%		-12,7%		7,4%		7,5%		7,5%	
GROWTH: SRA RATES	11,0%		7,7%		7,4%		7,5%		7,5%	

CLAREMONT ROAD BYPASS COMPANY

5 YEAR BUDGET AS PER BUSINESS PLAN

	2020/21		2021/22		2022/23		2023/24		2024/25	
	R		R		R		R		R	
INCOME										
Income from add. Rates (less 3%)		0,0%		0,0%		0,0%		0,0%		#DIV/0!
Accumulated Surplus	-2 549 267	100,0%	-2 551 700	100,0%	-2 554 266	100,0%	-54 019	100,0%		#DIV/0!
TOTAL INCOME	**-2 549 267**	100,0%	**-2 551 700**	100,0%	**-2 554 266**	100,0%	**-54 019**	100,0%	-	#DIV/0!
	R		R		R		R		R	
EXPENDITURE										
Depreciation		0,0%		0,0%		0,0%		0,0%		#DIV/0!
Repairs & Maintenance		0,0%		0,0%		0,0%		0,0%		#DIV/0!
Interest & Redemption	2 504 155	98,2%	2 504 155	98,1%	2 504 155	98,0%		0,0%		#DIV/0!
General Expenditure	45 112	1,8%	47 545	1,9%	50 111	2,0%	54 019	100,0%	-	#DIV/0!
Auditor's remuneration	25 850		27 143		28 500		29 925			
Insurance	8 838		9 457		10 119		10 827			
Secretarial duties	10 424		10 945		11 492		13 267			
Bad Debt Provision 3%	-	0,0%	-	0,0%	-	0,0%	-	0,0%	-	#DIV/0!
TOTAL EXPENDITURE	**2 549 267**	100,0%	**2 551 700**	100,0%	**2 554 266**	100,0%	**54 019**	100,0%	-	#DIV/0!
(SURPLUS) / SHORTFALL	-		-		-		-		-	